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A Digest of Answers Given to Student Questions
10 February 1960

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1. CIA's most pressing problem is getting on with the job of collecting information on the USSR and Communist China, [REDACTED] chief of operations, DD/P, told students in [REDACTED] No. 28, on 10 February 1960. The agency is doing better than it was five years ago or even two years ago, but the accomplishment is not yet anything to be proud of. What keeps CIA in business is working on this key problem.

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2. What [REDACTED] said was in answer to a list of 29 questions posed by students. Students had written the questions, and the list had been prepared and delivered to [REDACTED] on 9 February.

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3. There will be no relaxation of emphasis on USSR and China, [REDACTED] said. Now emphasis will be put on Black Africa, Southeast Asia, and certain areas of Latin America. Types of operations will vary back and forth with changes in circumstances. Acquiring information will stay relatively the same. Some new gadget may change method. So far as a shift to smaller bases is concerned, a good man put down somewhere will do a good job regardless of whether the installation is large or small. Reduction in size of large stations may come about gradually.

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5. That there will ever be a Clandestine Services Career Service within CIA Career Service is unlikely, [REDACTED] said. Under current philosophy such action would be interpreted as the establishment of a sort of elite corps. The whole trend in the Government is in the opposite direction.

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6. The concept of overseas service as a premium toward retirement was studied aggressively for some time. It has been abandoned. The President, Civil Service, and the Bureau of the Budget do not approve.

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7. There is no new Agency retirement plan at the moment, [REDACTED] said. Study is being put on the matter. Particular attention is going to compensating those who must be separated early. Let's wait and examine any new plan when it is issued.

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8. To a question on the status of the development of the Career Service, [redacted] pointed out that he had been on the first committee in 1952 and that he had been on and off since. One thing in retrospect might have been done differently - a career service instead of a Career Service. Caps bring with them womb-to-tomb connotation of care - all along the line a boy will have assured him a cushioned progress and will end up as Director. The realistic aim is reasonable care of people in giving them a reasonable variety of experiences. What the problem boils down to is a way of decently and sensibly managing personnel. No approach has been made to Congress for a law. Congress regards a law as a privilege for which a price should be paid. The agency is not yet ready to pay the price. Not much has been done on the development of the Career Service, but there has been a great deal of examination. The service will probably develop sensibly.

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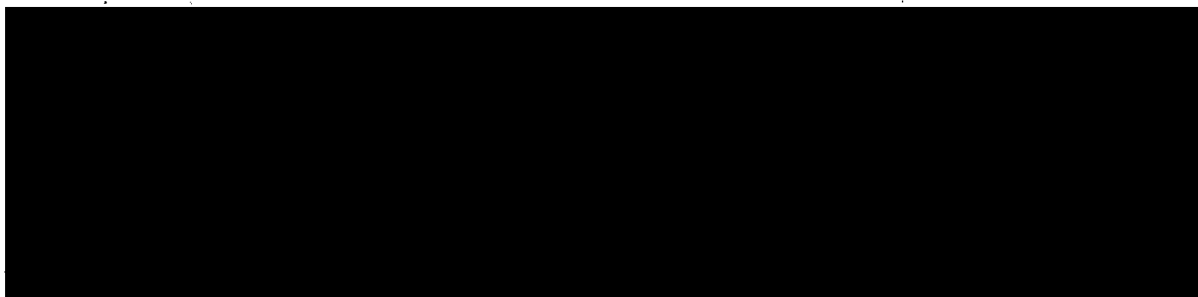
9. A foreign service institute [redacted] considered to be sort of a dumb idea. The real need is not people academically trained in such a place, but intelligent and informed people who can use their heads. An institute would tend to produce types. There is no need to get into such a straitjacket. CIA needs cross-fertilization - people of all sorts from all sorts of places; it also needs people with other than just academic experience.

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10. Concerning a shift in CIA objectives during a thaw in the Cold War, [redacted] said that we already have a period of Camp David, new phrasing for thaw. If everyone gets chummy, there will be a lot less to do and a need for new employment. Actually, though, the CIA job gets harder during a thaw than when things are tough. It is best to pay no attention to degree of thaw but to get on with the task of penetrating the USSR. Increased thaw does not make penetration any easier.

11. A watch-dog committee over CIA has been a relatively active proposal in three sessions of Congress. Such a committee might well come into being. No bill, though, has been reported out of committee. The matter is in limbo, but it might come back.

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13. CIA's part in policymaking, in fact the whole question of policy, is a sticky one, [redacted] said. The agency does tend to oblige and to force formulation of policy. He does not know any other way than to lay a bright idea on somebody's desk and then just carry it out. The distinction is a subtle one as to just where such procedure becomes

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formulation of policy. So long as the agency can be told not to carry out a bright idea, the safeguard is sufficient. The agency will go on as it has been.

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14. [redacted] is not and never will be satisfied with the relating of intelligence requirements to operations. Progress, though, has been made in getting them to the right people and getting them tailored. But to say that present practices tick just plain is not true. Even in the CIA shop there is too much lack of realism. Requirements are too broad or too narrow. Here is a tough problem to be worked on with clear heads and strong hearts. Just one realistic application of a requirement may be of highest value.

15. The FBI is not in competition with CIA in Latin America. Concerned with criminal matters, the FBI has offices in Mexico City and Havana. The bureau and the agency work with each other on matters common to both.

16. The complaint of one student that overseas assignments were becoming a luxury case officers could not afford, [redacted] promised to take up with the right people. No case officer should be out-of-pocket \$900 in bringing his family home, [as this one claimed to have been].

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17. In increasing training, CIA is trying to do as much as possible in languages, [redacted] said. The agency is in a peculiar position. It is in its own war right now - the Cold War. The military, being geared for hot war, can send large numbers of officers to language school and still get its job done. CIA could not indulge in such luxury and stay in business. Almost anybody, however, who wants to learn before going overseas can be accommodated.

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18. Which agency would have jurisdiction in event of a covert space project, [redacted] considered to be a valid question. The matter of jurisdiction is in process of being negotiated. Such a project would probably be a joint one. The military would have to put the necessary missiles up. CIA or some other agency could say what instruments should be in the payload. Who got the take might well be the decision of another.

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19. The addition of technical specialists as ultimate project and case officers to the FI staffs and the area divisions would help fill the gap between technical intelligence requirements and collection capability, [redacted] agreed. The question is where to find them. CIA does not have them. The S&T course is an effort to educate case officers in at least fundamentals and basic technical language. It is more profitable, too, for a first-class case officer to be trained in science than for a scientist to be trained as a case officer. A good case officer with fundamental knowledge gained through technical and scientific training would be [redacted] answer to the problem. Even a layman can read himself into technical discussion.

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21. Mr. [] did not foresee a more organic relationship between the DD/I and the DD/P. Each has its job to do; the jobs are different. Both could be put under one boss, but where would that lead? Getting the two together would be of doubtful value. Exchange of personnel is on the increase. The number would be greater if there were not a reluctance of personnel to interchange.

22. The substitution of division chief reports and requirements officers for RQM/RE as brokers between operating divisions and customers did not meet with [] approval. The question had been put as a lengthy suggestion with considerable detailed development. He did not see the need for each reports officer's being independent of the others. Besides, there are no regulations to prevent reports officers from seeing customers. Without RQM/RE there would be no way of presiding over the independents. There is nothing bad about the present system.

23. A question of whether senior officers' apathy could be corrected or was merely a symptom of growing old, [] had put off answering until last. In passing it earlier, he had said that he was going to read it at a staff meeting. He started his answer with the remark that he did not want to be defensive. He does know his colleagues, however, and doubts that they have lost their zest and zeal. They are not concerned merely with job security; nor are they letting down on performance by undue emphasis on keeping it free of errors. After all, too, an error-free performance is a desirable aim in life even if one must take chances to get things done. He doubts that the situation is serious in the loss of spark. CIA is doing the job in the field aggressively and well. His colleagues are really interested in getting on with the Cold War. They do not get bloody noses, though, for no good purpose.

24. Following his answering of most of the questions on the prepared list, he asked for verbal questions.

25. The history of contract relations has been bad, he admitted in answer to a question about advising a contract employee to make a career in CIA. The agency should do better now than it has in the past. For good men, there should be long careers available. Such careers can be made possible; they require more work and planning and thought than has been given them in the past. One contract person takes as much work as five staff officers.

26. Instead of institute training, the young person in CIA should get training like that given to the JOFs, Mr. [] said when a student reverted to an earlier question. That training is about right, although it should be lengthened. There is nothing complicated about being a case officer. The more broad education a person has before coming to CIA, the better off he is.

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